

BUREAU OF OCCUPATIONAL LICENSES
STRATEGIC PLAN FOR FISCAL YEARS 2005 - 2010
(updated)
Submitted July 14, 2004

Rayola Jacobsen
Bureau Chief

CONTENTS

This document contains the Strategic Plan for the Bureau of Occupational Licenses. The Bureau was created within the Department of Self-Governing Agencies by section 67-2601, Idaho Code. The Bureau is currently empowered, by written agreement with seventeen (18) regulatory licensing boards, and by statute for one (1) registration act, to provide administrative, investigative, legal, and fiscal regulatory services. All costs of operating the Bureau are paid from fees collected for such licenses, permits, registrations, and applications as required by those boards.

MISSION AND VISION.....	page 3
KEY EXTERNAL FACTORS.....	page 4
GOAL I.....	page 5
GOAL II.....	page 7
GOAL III.....	page 9

MISSION STATEMENT

The Bureau of Occupational Licenses is empowered, by statute and/or written agreement, to provide administrative, legal, investigative, and fiscal services for professional and occupational licensing boards. The furnishing of those services enables the boards to provide for the protection of the health, safety, and welfare of the general public by:

*Ensuring that those entering the practice of various professions and occupations meet minimum standards of competency by way of education, experience, and examination;

*Requiring that individuals practicing under these professions and occupations are licensed or registered as required by statute;

*Establishing standards of practice for those licensed or registered to practice;

*Enforcing the laws, codes, and standards governing the various professions and occupations in a fair and uniform manner; and

*Informing licensees, consumers, and the public in general of those laws and rules that govern the professions and occupations under the umbrella of the Bureau of Occupational Licenses.

VISION

To provide competent, courteous, and creative service to the boards and the public. We strive to exceed the expectations of those we serve.

KEY EXTERNAL FACTORS

Those boards and commissions that contract with the Bureau of Occupational Licenses for services are subject to economic changes, population trends, and other factors that directly effect entry into a particular profession. These trends influence the number of new applicants and the number of licenses renewed annually, which in turn, impacts the amount of revenue collected by a board for its operations.

The structure of the Bureau helps protect the boards from economic swings by the sharing of resources. Each board is benefited through the sharing of office space, Bureau personnel, and other operating overhead. Utilizing a single Bureau fund allows the boards some latitude when unexpected cash shortages occur from legal expenses, renewal downturns, etc.

As the state's population has increased, additional licensees and complaints, and additional Boards have placed steadily increasing workloads on Bureau staff and facilities. In 1998, a business manager and two additional investigators were added to the Bureau staff. In 2004, an Office Specialist I and an Office Specialist II were added to Bureau staff. An additional Office Specialist II was also added in 2005. The need to keep abreast of technological advances, together with additional boards, license categories, and complaints will continue to burden the existing staff. Though the implementation of a redesigned license database has increased productivity and helped to cut costs for the boards, additional investigative, technological, and clerical staff will continue to be a critical need.

Each board is also subject to changes in the laws and rules that govern the professions. The constant changes in board appointees also requires flexibility on the part of the Bureau staff to react to educational needs and updates in board philosophy and direction. With appropriate increases in resources, these collective changes provide the Bureau the opportunity to improve and enhance our services to meet changing needs.

GOAL I. TO PROVIDE CONTINUED IMPROVEMENT IN THE SERVICE PROVIDED TO THE BOARDS.

Objective 1.1

Provide training and materials to improve the knowledge and effectiveness of Board members.

Action:

Provide a Board Member Orientation Packet and Board Training Manual to each new Board member within 30 days of appointment. Review and update the packet and manual annually. Much of this information is now available on the IBOL web site, and a link address will be included in the Board Member Orientation Packet.

Measure:

Obtain, and maintain on file, a "Notice of Receipt" from each new Board member at board meeting following delivery.

Action:

Schedule, send notices and provide training sessions to all new board members within 12 months of appointment. Notify members of Governor's training sessions for new members. Provide specific IBOL topic training at board meetings.

Measure:

Document attendance.

Objective 1.2

Provide board members with clear, concise, and accurate information and notifications.

Action:

Monitor remarks on Board Minutes Transmittal form as received. Acknowledge receipt of board requests and route board requests to appropriate person. Respond with either the requested information, a progress report, or by placing the matter on the agenda for the next board meeting and advising involved parties within 48 hours.

Measure:

Document requests, responses, and subsequent comments received regarding services provided.

Action:

Distribute the Budget Needs Request form annually to each board, to identify future financial, material, and service needs.

Measure:

Future needs are recorded and reviewed by the appropriate personnel semi-annually for incorporation into the Bureau's annual budgetary planning and development process.

Action:

Insure two-week notification of meeting agendas, financial reports, and distribution of minutes, and provide for necessary meeting arrangements. Provide space on the Board Minutes Transmittal form for the board's critique of arrangements, and review as received. E-mail and web site application has been implemented for most boards.

Measure:

Agendas, financial reports, and minutes are distributed by e-mail and web site as scheduled. Document responses and comments regarding service provided. Promptly review and initiate appropriate suggestions.

Objective 1.3

Improve those services necessary to support and insure the adoption, compliance and enforcement of licensure laws and rules.

Action:

Maintain "proposed law & rules" files for each board and review annually. Discuss proposals and recommendations with appropriate boards.

Measure:

Proposed law & rules files to be current and available on the web site for review.

Action:

Maintain an updated computerized complaint documentation and status system. Continue a regular screening process to insure appropriate action for new and active complaints.

Measure:

Complaint status and investigative activity reports are available within eight hours.

Outcome: Board members are effectively oriented and educated in their responsibilities, enabling them to accomplish their mandate. Board members receive appropriate information about Bureau operation and services, enabling knowledgeable and productive communication between board members and staff. Regular opportunities for input from board members allow Bureau to adjust services to needs.

GOAL II. TO ENHANCE THE LEVEL OF EMPLOYEE SATISFACTION AND EFFECTIVENESS.

Objective 2.1

Provide staff with continuing educational training opportunities.

Action:

Encourage continued education through annual evaluations. Supervisor and staff members determine the appropriate training based on evaluation input and Bureau goals.

Measure:

Certificates of attendance reviewed and placed in personnel files.

Action:

Reduce travel for staff to national meetings, professional trade shows, conventions and/or other meetings unless attendance is necessary.

Measure:

The reduction in travel time and expenses are expected to reduce costs to the boards and enable the staff to maintain work responsibilities while reducing the out of office time.

Objective 2.2

Provide staff with equipment compatible with current technological applications and capabilities.

Action:

Annually review and revise Bureau's 5-year plan to update and/or acquire computer and communication equipment that employs and allows access to current technology.

Measure:

Bureau budget shows adequate appropriation to provide for necessary upgrades. Increased staff productivity and performance.

Objective 2.3

Continue to improve communication and information exchange between staff and supervisors.

Action:

Continue the "open-door" policy. Encourage the team philosophy through focus on the Bureau Mission and Vision. Confirm everyone's shared responsibility to the common goals of the Bureau and the resulting rewards of public service.

Measure:

Maintain regular schedule of staff, secretarial, investigator, and supervisor meetings. Staff exhibits freedom to interact with each other, exchange ideas and observations, incorporate positive changes and adapt readily to changes.

Outcome: Employees are better equipped to perform their duties and adapt to changing needs and increasing loads. Employee turnover remains low and evaluations show continued improvement in abilities and performance. Employees gain support and encouragement from each other and through continued participation in shaping Bureau goals, resulting in greater satisfaction and loyalty. Increased confidence allows knowledgeable and productive communication between employees and those they serve.

GOAL III. TO PROVIDE EFFICIENT SERVICE, ON BEHALF OF THE BOARDS.

TO THE PUBLIC

Objective 3.1

Provide prompt and accurate information to public.

Action:

All requests routed to appropriate person. A response, in the form of either a progress report or the requested information, will be made within 48 hours or in accordance with appropriate laws. Send random service surveys to those requesting information.

Measure:

Review survey responses and discuss any comments received regarding services at monthly staff meetings.

Action:

Newly adopted Laws, Rules and other determinations reviewed with and distributed to appropriate staff members 15 days prior to taking force.

Measure:

Record and follow-up on reports of erroneous or confusing information as received.

Action:

Develop and maintain a Bureau Web site, with links to individual Board pages, which provides licensure information, forms, and links.

Measure:

Review web page hits, board comments, and licensee and public feedback. Monitor incoming forms and comments.

Objective 3.2

Continue to improve the timely and competent manner in which all services are provided.

Action:

Develop, distribute, and implement revised policy and procedures manual by January 2005.

Measure:

Notice of Receipt and Review form signed by all employees and placed in personnel file.

Action:

Maintain and update license database system to improve efficiency, maintenance, and accuracy of licensure information, reports, and the renewal process.

Measure:

Information easily entered and accessible, necessary reports available, and renewal notices are prepared and processed in an efficient and timely manner.

Objective 3.3

Administer, proctor, and/or monitor examinations to insure security, and fair and impartial administration.

Action:

Update and provide, to appropriate persons, the proper procedures for examination security and administration.

Measure:

Inventory, procedure, and instruction documents are reviewed with, and distributed to, assigned personnel with examination materials.

Action:

Assign appropriate investigator to monitor each examination to insure exam security and a fair and impartial exam administration.

Measure:

Report of examination events reviewed and reports made to board at next scheduled meeting following each examination.

Outcome: Requests for information are routed to the appropriate person in a timely manner. The use of advanced technology and equipment helps to insure greater accuracy and speed in the receipt, production, and transmittal of information. Examination procedures are documented and followed, to help insure a secure, fair, and impartial examination for prospective licensees.